

INTRODUCTION

The North Capitol Collaborative, Inc., (NCCI) is ideally positioned to offer the Departments of Housing and Community Development and its partner the Department of Mental Health Services a viable opportunity to provide affordable housing for eligible residents of the District of Columbia.

Our positioning stems from six major areas: (1) NCCI's long-standing commitment to the residents in the North Capitol community, and to District residents; (2) NCCI's human service expertise and knowledge of its target population; (3) NCCI has the support of the city-wide Healthy Families/Thriving Communities Collaborative movement; (4) NCCI owns the property – 4924 Nash Street NE— through its subsidiary, 4924 Nash Street LLC, free and clear without any outstanding financial obligations; (5) NCCI has designed a viable Tenant Service Plan customized to the subpopulation it intends to serve; and finally (6) NCCI has assembled a diverse team of savvy professionals in their respective fields who are each committed to the goals of this project and to the overall intent of maintaining a culturally and racially diverse population in the District of Columbia.

NCCI's first and most impactful positioning is our dedication to the people of our seven target neighborhoods of Chinatown, Bloomingdale, Edgewood, Eckington, Ledroit Park, Mount Vernon and Truxton Circle. While these neighborhoods may have distinct landmarks and specific cultural and economic situations, their most disadvantaged citizens experience similar realities characterized by the following risk factors: joblessness and under-employment, teenage pregnancy, substance abuse, minor to serious acts of crime, incarceration, truancy, father absence, domestic violence, and child neglect and abuse. For the past eleven years, NCCI has diligently responded to resident's needs, advocated on their behalf and helped to build greater community capacity and create safer and healthier environments.

The North Capitol community, similar to other DC communities, is experiencing momentous change. A telling example of such transformation, is depicted by the accelerated development in the NOMA Business Improvement Business District; a mixed-used neighborhood with more than 8,000 new residences and office buildings. To date, about 16 of 20 planned developments including New York Avenue Metro Station, the XM Radio building, the ATF Headquarters, and Washington Council of Governments, are already on the ground. This 35-block area is but one of the neighborhoods that comprise the NCCI, target area.

Ideally, NCCI's goal is to place or maintain local families within our target neighborhoods. Unfortunately, one outcome of extensive development is gentrification. Predictably, NCCI is witnessing a decrease in the number of affordable housing units along with an increase in monthly rents. This complaint is similarly echoed by the other Healthy Families/Thriving Collaboratives across the District. NCCI staff is finding it increasingly challenging to find affordable housing in our target area. Thus, NCCI's decision to purchase a building to provide affordable housing is a direct response to addressing the needs of the community we serve.

Through the delivery of human services, primarily case management, family support and community capacity services, NCCI has built significant human service expertise and knowledge of our target population.

NCCI's support by its sister-organizations, the city-wide networked collectively named the Healthy Families/Thriving Communities Collaboratives, is invaluable to this effort. NCCI is one of seven (7) city-wide CBOs, organized between 1993-1998 when the U.S. Congress enacted the Family Preservation and Family Support Act (FPFS.). Overall, this Act provided incentives to develop broader alternatives to the foster care system and lessen the inappropriate removal of children from their homes and the length of time children spend in the system. The Collaborative network has as its binding force the desire to improve the lives of DC residents.

NCCI both benefits and contributes to this network: Through this network the Collaboratives share practice standards, conduct joint funding, coordinate and leverage from each other work, findings and lessons. In addition, NCCI contributes significant expertise to the citywide body: NCCI's Chair of the Board of Directors' and its Executive Director are members of the Collaborative Council's Executive Committee which has the authority to take action on behalf of and at the behest of the Collaborative Council—the network's central policy body. Further, NCCI's Treasurer is also a member of the city-wide Finance/Budget Committee (Collaborative Council).

The Collaboratives have affirmatively acknowledged NCCI for its foresight in expanding its vision to create affordable housing for our clients. Moreover, of particular value to this project, this network is a viable source for eligible tenants. Every Collaborative has its network of organizations that work with the Collaborative and provide direct client services or through community events and/or marketing collaborations. These activities encompass a range of efforts provided by staff, board, and partner organizations to strengthen and expand the neighborhood resources available to community residents, foster and/or improve collaborations among neighborhood service providers, and improve the ability of communities to be responsive to their own needs by developing various issue-based activities and initiatives. Every day Collaboratives share information about this expansive network, and NCCI will have access to the network that has been cultivated in the North and Southeastern quadrants of the city for its Nash Street residents. They have made this support evident by providing support letters included in **Exhibit R**.

NCCI has had a very proactive approach to obtaining, and organizing this project: With a clear vision—to provide more affordable housing units for the families we serve—as the driver, on January 30, 2009, NCCI was the successful bidder at the DC Department of Housing and Community Development Auction, and immediately moved to establish the legal and regulatory framework for this project. By March 6, NCCI had organized and created the legal framework, of the 4924 Nash Street LLC (Nash LLC) and filed with the District's Department of Consumer and Regulatory Affairs. The LLC sole purposes are: (1) to acquire, rehabilitate, own and operate residential property, and (2) to undertake any other activity which a limited liability company may lawfully undertake under the applicable laws of the District of Columbia. In full compliance with the multiple regulations, by June 2, 2009, the LLC purchased the 4924 Nash

Street NE property. *This purchase was accomplished with its own funds without incurring additional financial obligations.* From vision to purchase, the NCCI continues to move expeditiously to implement its vision, and comes to this project fully invested in its success.

NCCI has designed a viable Tenant Service Plan customized to provide tenants with a moderate level of human service support intended to support tenants to manage and improve their lives. NCCI has also made a significant long-term commitment to provide financial support to implement this service plan.

This Plan is designed to provide services to clients of the District of Columbia Department of Mental Health who are homeless, or at risk of homelessness, who do not require pervasive support, and who can live independently in the community with drop-in support.

Clients must function independently, and have the ability to manage their day-to-day lives. The support service will assist them to find appropriate independent housing and to develop and manage their individualized Life Management Plan. This plan – developed jointly with the client, and the North Capitol worker—will address the client’s current and desired objectives.

NCCI intends to assess the needs of clients, work with the designated Department of Mental Health case workers or those of other agencies (e.g. the Healthy Families/Thriving Communities Collaboratives); assist tenant to develop and monitor and provide information and referrals about community and other services and resources. However, NCCI is not equipped to, and will not provide any transportation, medication management or food services.

The Service Plan includes a comprehensive Intake process; which includes a Staffing with their respective DMH case worker prior to or within 30 days of move-in. The plan also details weekly phone calls and at minimum monthly home visits, at which time, the NCCI case worker, gets a face-to-face interaction with the clients and an opportunity to check their well-being, progress and address any concerns.

The service plan also outlines the minimum interactions between the NCCI case worker and the DMH case worker; including receipt of a monthly compilation of interactions between the client and case worker and quarterly reviews. Mechanisms are also included for contact of the DMH case worker for emergency or unusual incidents/events.

Client responsibilities are clearly articulated and include the standard: maintenance of clean and orderly environment and responsibilities for informing the management of any repair needs. In addition, The Tenant Service Plan also specifies the reasons for client removal from property and articulates the role of the client, NCCI worker and the DMH case worker if this special situation.

This Service Plan requires at minimum one (1) full-time social service staff, associated labor, direct and indirect expenses totaling \$72,185.00, however, only \$17,000 is provided through funds from the property in the first year of operation. NCCI is committed to providing services that are suitable and beneficial for the target population and its service delivery expertise and knowledge of the target community informs the service plan, staffing and supervision that will be provided to this project.

NCCI has assembled a diverse team, of savvy, professionals in their respective fields who are each committed to the goals of this project and to the overall intent of maintaining a culturally and racially diverse population in DC. The team organized to implement this project includes, an architect, a general contractor, an attorney, management agent and skilled development consultants.

The Team is chaired by NCCI's Chair of the Board of Directors, Mr. Therman Walker, a seasoned developer, and President of the local development company Change All Souls Development Corporation. Change All Souls is dedicated to the development of low to moderate income housing and related services, primarily in Washington, DC. Mr. Walker assisted in the successful acquisition and development of Columbia Heights Village, a 406 unit, Section 8 based complex at 2900 14th, Street, NW. In addition, he is presently working on the redevelopment of a 19-unit apartment building at 4000 Kansas Avenue at a cost of \$2.8 million. This property is slated as another affordable housing property. Mr. Walker's expertise and that of NCCI's Treasurer, Herbert Collins, who also works in development, provides NCCI with the knowledge base, network and savvy to successfully implement this development project.

The development team is also joined by two social services professionals, the Executive Director of NCCI, Carmen Robles-Inman and the Family Services Director, Valeria Carter. Below is a bio-sketch of each outlining their respective and extensive experiences in the human service field. Both are long-term contributors of the District's Healthy Families/Thriving Communities Collaborative movement:

Carmen Robles-Inman (formerly Robles-Gordon), is an experienced organizational management consultant, specializing in developing and implementing administrative and organizational systems and quality assurance.

Ms. Robles-Inman has been NCCI's Executive Director since May 2007. Prior to the permanent position, she was Acting Executive Director since March 2006 and became the permanent director in May 2007. Before this engagement she had just completed a three-week project in New Orleans, Louisiana with International Medical Corp, an international disaster relief organization, where she worked with a team of professionals to conduct a preliminary assessment of the city's mental health system.

Ms. Robles-Inman has also worked with the Edgewood/Brookland and the Georgia Avenue/Rock Creek East Collaboratives to evaluate their clinical practice, and to enhance their quality assurance systems.

Prior to 2006, Ms. Robles-Inman has worked in the four major economic sectors: public, private, community-based/non-profit and the philanthropic sector. Specific engagements include:

- Executive Director, Far Southeast Family Strengthening Collaborative, Inc., (2002 – 2005), one of seven citywide community-based child welfare organizations operating in the District of Columbia. She was responsible for \$2 million budget, a staff of 21 and a network of five (5) family support centers located in Ward 8. FSFSC serves more than 1000 families annually.

- *Deputy Executive Director for Programs and Human Resources*, Calvary Bilingual Multicultural Learning Center (2001 – 2002), a 15-year community-based organization providing for the educational needs of Latino and African American residents of Columbia Heights, Shaw and surrounding neighborhoods.
- *Project Director*, DC Agenda (1998 - 2001), a DC-community intermediary dedicated to bridging government, businesses, community and civic groups to address urban challenges and opportunities.
- *Project Director*, The Center for Health Care Strategy (1996-1998), a Program Office of the Robert Wood Johnson Foundation, focused on research and advocacy on Medicaid managed care.
- *Project Director*, Health Management Resources (1992 – 1996), a Maryland-based private, for profit consulting firm specializing in health and logistical support to federal government agencies.
- *Public Health Specialist*, DC's Office of Latino Affairs (1989 -1992), a DC government agency dedicated to research, and advocacy for the needs of the District's Latino population.
- *Administrative Director*, Clínica del Pueblo (1986 - 1988), a bi-lingual (Spanish/English), community health clinic serving the immigrant and low-income residents of Adams Morgan, and Columbia Heights/Shaw.
- *Volunteer/Community Coordinator*, Spanish Education Center (1984 -1988), a bi-lingual community based educational organization dedicated to promoting quality, affordable and bilingual early childhood education.

Ms. Robles-Inman is a seasoned facilitator, specializing in conflict resolution, and strategic planning management. She is an Afro-Latina, of Puerto Rican heritage, born in St. Thomas, US Virgin Islands. She has traveled extensively through Central America and the Caribbean including Antigua, Brazil, Tortola, BVI, Costa Rica, Cuba, Dominican Republic, Puerto Rico, and Venezuela. In February 2005, she completed a three-week tour of north and central India. Ms Robles-Gordon is bilingual, in Spanish/English. She is married to the Reverend Taiwo S. Inman, and together they have 11 children, and five grandchildren.

Ms. Valeria Carter, the Director of Clinical Services, is responsible for the day-to-day management of NCCI's Family Services Department. She is a Licensed Independent Social Worker in Washington, DC and a Licensed Certified Social Worker in Maryland. She obtained her Masters in Social Work from Washington University, St. Louis, Mississippi. Ms. Carter has worked in the Washington Metropolitan Area for ten (10) years. She has extensive social work experience, and supervisory experience. In particular, Ms. Carter has further developed an innate skill for training. In 2003, Ms. Carter was selected to participate in the Cornell University Training Program, and in 2005 joined the staff of the Collaborative Council as the Training Administrator to implement the citywide Family Development Training and Credentialing Program (FDC). Ms. Carter will provide supervision to the project family support worker.

Other professional engagements include:

- Clinical Director, Edgewood/Brookland Family Support Collaborative (EBFSC), one of seven citywide community-based child welfare and family support organizations operating in the DC's Wards 4 and 5 (2005 – Present)
- Family Service Coordinator, Edgewood/Brookland Family Support Collaborative (EBFSC)
- Program Administrator, Catholic Charities, one of the largest and oldest child welfare organizations in the Washington Metro Area.
- Family Preservation Supervisory Social Worker Family Preservation, Catholic Charities Supervisor/Family Preservation Service Line Staff Trainer, Family Resource Center, St. Louis, MO (1997 – 1997)
- (1995 – 1997)
- Senior Family Preservation Service Therapist, Family Resource Center, St. Louis, MO (1992 – 1995)

Ms. Carter is a Credentialed Family Development Instructor, Cornell University and recently completed the Child and Family Services Quality Service Reviewers Training Program in Washington, DC. She is responsible for organizing, and implementing the Collaborative's FDC Program, which to date, has successfully credentialed 20 family support workers. Valeria Carter reports to the Executive Director, Carmen Robles-Inman.

ABOUT NCCI

North Capitol Collaborative, Inc. (NCCI) is a community-based, non-profit organization, driven by a mission to protect and care for children, strengthen families and build thriving communities. NCCI services area overlaps across parts of Wards 1, 2, 5 and 6 and as previously describes targets seven neighborhoods within the North Capitol community: Bloomingdale, Chinatown, Eckington/Edgewood, Shaw, LeDroit Park, Mt. Vernon Square, and Truxton Circle.

NCCI is guided by a nine-member Board of Directors, which oversees the corporate and financial operations. The board is responsible for the policy development and is accountable for establishing the direction and future of the organization. NCCI's current board is comprised of

several community activists, an entrepreneur, two community developers, a youth development specialist, small business owner. All current and previous board members have served the NCCI's service area for more than ten years.

NCCI has a yearly operation budget of \$1.3 million dollars and a staff of 17. NCCI conducts a yearly financial audit, and has had seven-years of unqualified audits (2002 to 2007). NCCI's FY2008 audit results will be available in June 2009. The organization is lead by an Executive Director who works closely with a Senior Management Team composed of the Deputy Director and the three Program Directors; Finance, Family Services and Community Engagement.

NCCI works with its major funders, the Child and Family Services Agency (CFSA), the District's child welfare agency, and the Community Partnership for the Prevention of Homelessness (TCP), the Children Youth Investment Trust Fund (CYIT), and the Federal government to implement the following six-core service areas:

Case Management is the common practice of providing direct services to families in fundamentally three different categories. "Supportive Cases" represent families where issues of child and neglect are identified and immediate intervention is needed. "Diversion Cases" represent families where allegations are made but no real neglect and abuse issues are present but the agency realizes the need to support to divert it from real risk. "Community Cases" represent families living within the community and are aware of the Collaborative's prevention work and voluntarily seek services. These are also known as walk-ins. The North Capitol Collaborative, Inc. serves approximately 150 families per year.

Community Capacity Building – Through multiple strategies NCCI works to increase the capacity, participation and knowledge of the community and its' service providers in the prevention of child abuse and neglect; and the philosophy and practice of strengths-based family development through varied engagement strategies. NCCI's extensive partner network includes about 40 CBOs, community residents, civic associations, government agencies, and private organizations. Through this network, NCCI is able to leverage its own funding and resources to address the complex needs of families residing in the North Capitol community.

Family Support Services - These services represent a broad range of programs aimed at preventing child maltreatment by supporting parents and community residents in gaining the skills necessary to sustain and nurture their families. In addition, these services also include crisis intervention services and Information and Referral services (I&R) and parenting program and services, financial literacy, fatherhood support services and truancy prevention.

System Transformation Initiative (STI) is the District's program, implemented by the Collaboratives, to address the specific housing and overall social needs of families once who lived in the D.C. Village system. This is an intensive and aggressive program to address the state of homeless families in the District.

In addition, yearly, NCCI distributes more than \$20,000 to community residents to address emergency and crisis situations, stabilize precarious housing, ensure threatened utility services, arrange for safe-havens for families experiencing domestic or community violence and address other emergencies.

As illustrated NCCI is poised and positioned to secure and develop the 4924 Nash Street, NE property within the timeframe specified. NCCI takes this opportunity to reiterate its commitment to the success of this endeavor, and anticipate the full support of the Healthy Families/Thriving Communities movement as well as the support of the DC Government toward making this endeavor a success.